

~~SECRET~~

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DCI - Proposed Talking Points for Discussion With New SIS Officers  
19 December 1988

FROM:

William M. Baker *WB*  
Director, Public Affairs

EXTENSION

NO.

PAO 88-0410

DATE

12 December 1988

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

ER

13 DEC 1988

*W*

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DCI

14 Dec 12/19

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DCI  
EXEC  
REGDCI  
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REG~~SECRET~~

12 December 1988

JUDGE:

RE: Discussion With New SIS Officers  
19 December 1988 3:00 p.m. 9:30  
DCI Conference Room

You are scheduled to meet with 50 new members of the Senior Intelligence Service to present your ideas about leadership and to discuss what you expect from Agency executives.

25X1 About half of the SIS officers you address will have just completed the week-long training seminar [ ] to examine the concept of executive leadership. The other half of the group attended the October, 1988 running of the training seminar. In addition to their meetings with senior Agency management, participants in both seminars heard guest speakers from academia and the private sector.

The new SIS officers represent all the Directorates. The average age of these officers is 48, and they have spent an average of 20 years with the Agency.

I suggest you cover three areas: the importance of leadership; what the Agency has accomplished over the last 18 months through the combined efforts of strong leaders; and leadership challenges in the near future.

In preparing these talking points, we have drawn from your concluding remarks at the Off-Site Managers' Conference 30 October-1 November 1988. The proposed talking points are attached (see opposite for cards), as well as the December training seminar agenda.

25X1 [ ]  
Bill Baker

Attachments:  
As stated

25X1 [ ]  
  
SECRET

Distribution:

SECRET

PAO 88-0410

Orig - DCI

25X1 1 - [redacted]  
1 - [redacted]  
1 - D/PAO  
1 - Jean  
25X1 1 - [redacted] *EB*  
1 - ER  
1 - PAO Registry  
1 - PAO Ames  
25X1 1 - [redacted] (Chrono)

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As stated

25X1



SECRET



B-801-1R

PROPOSED TALKING POINTS  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
NEW SENIOR EXECUTIVES  
DECEMBER 19, 1988

## INTRODUCTION

- I UNDERSTAND THAT ALL OF YOU HAVE RECENTLY DISCUSSED LEADERSHIP AT THE EXECUTIVE SEMINAR. THIS AFTERNOON I WANT TO MAKE SOME OBSERVATIONS ABOUT THE IMPORTANCE OF LEADERSHIP, WHAT WE HAVE ACCOMPLISHED AT CIA THROUGH THE COMBINED EFFORTS OF OUR STRONG LEADERS, AND WHAT CHALLENGES LIE BEFORE US IN THE NEAR FUTURE.

## THE IMPORTANCE OF LEADERSHIP

- THE SUCCESS OF ANY ORGANIZATION DEPENDS ON STRONG LEADERSHIP. STRONG LEADERS POSSESS SEVERAL TRAITS:
  - THE ABILITY TO ATTRACT AND KEEP TOP PEOPLE.
  - THE ABILITY TO MOTIVATE THOSE PEOPLE TO EXCEL.
  - THE ABILITY TO SET GOALS AND COMMUNICATE THOSE GOALS WITHIN THE ORGANIZATION.

- THE NATURE OF OUR MISSION AT CIA REQUIRES OUR LEADERS TO POSSESS TWO OTHER TRAITS:

- INTEGRITY -- A COMMITMENT TO BE ABSOLUTELY FAITHFUL TO THE LAW AND ABSOLUTELY TRUTHFUL TO THOSE IN GOVERNMENT WITH WHOM WE WORK.
- EXTREMELY GOOD JUDGMENT -- TO PROTECT OUR EMPLOYEES, OUR SYSTEMS, AND OUR SOURCES FROM DISCLOSURE OR HARM.

#### ACCOMPLISHMENTS

- YOU RECALL THE SITUATION TWO YEARS AGO, WHEN WE WERE CONFRONTING THE IRAN-CONTRA INVESTIGATIONS.
- TWO YEARS LATER, WE SEE FEWER NEGATIVE ARTICLES IN THE NEWSPAPERS, AND WE ARE NOT BEING CHALLENGED AS WE WERE.
- WE HAVE TOGETHER TAKEN THE AGENCY THROUGH ONE OF THE MOST CHALLENGING ERAS IN OUR HISTORY.

● WE HAVE UNDERTAKEN A NUMBER OF INITIATIVES TO STRENGTHEN OUR ORGANIZATION AND IMPROVE OUR EFFECTIVENESS.

- ESTABLISHED POLICIES TO ENSURE THAT OUR NATIONAL INTELLIGENCE ESTIMATES AND OTHER INTELLIGENCE ASSESSMENTS REMAIN OBJECTIVE. WE ARE NO LONGER ACCUSED OF "COOKING THE BOOKS."
- MADE INTELLIGENCE A VITAL COMPONENT IN NATIONAL SECURITY PLANNING GROUP DELIBERATIONS ON KEY FOREIGN POLICY ISSUES SUCH AS THE PERSIAN GULF, PANAMA, AND ARMS CONTROL.
- STRENGTHENED INTERNAL REVIEW OF COVERT ACTION.
- DEVELOPED GUIDELINES FOR DEALING WITH CONGRESS.
- AVOIDED FURTHER EXECUTIVE AND LEGISLATIVE CONSTRAINTS ON INTELLIGENCE, INCLUDING THE PROPOSED 48-HOUR NOTIFICATION AND GAO AUDITS.

- STRENGTHENED THE MANDATE OF THE INSPECTOR GENERAL.
- ESTABLISHED THE COUNTERINTELLIGENCE CENTER AND MADE OTHER EFFORTS WITHIN THE INTELLIGENCE COMMUNITY TO DEAL WITH THE HOSTILE INTELLIGENCE THREAT.

#### LEADERSHIP CHALLENGES

- WE CAN BE VERY PROUD OF OUR ACCOMPLISHMENTS OVER THE PAST YEAR. BUT THERE IS MORE THAT WE, AS EXECUTIVES, CAN DO TO BRING OUT THE VERY BEST IN AGENCY OFFICERS. WHEN I MET WITH SENIOR MANAGERS AT THE OFF-SITE CONFERENCE IN LATE OCTOBER, WE DISCUSSED SOME OF THOSE ISSUES.
- I AM INTERESTED IN PROMOTING GROWTH AND ENCOURAGING A WIDE RANGE OF EXPERIENCE FOR OUR OFFICERS.
  - THE RELUCTANCE OF DIRECTORATES TO "SHARE THEIR STARS" HINDERS THIS GOAL.
  - THE NEED TO PROVIDE OPPORTUNITIES FOR MINORITIES AND FEMALES TO ADVANCE WITHIN THE AGENCY IS NECESSARILY A



PART OF THIS GOAL. WE MUST MAKE AFFIRMATIVE ACTION A  
FOCUS OF OUR EFFORTS, MOVING IMMEDIATELY WHEN WE SEE  
SOMEONE WITH THE POTENTIAL FOR GREATER RESPONSIBILITY.

- WE NEED TO ENCOURAGE CROSS-FERTILIZATION THROUGH ROTATIONAL  
ASSIGNMENTS. FOR THESE ASSIGNMENTS TO BE BENEFICIAL FOR  
THE OFFICE AND THE INDIVIDUAL, WE MUST PUT A PREMIUM ON  
FAIRNESS AND CANDOR.
- WE MUST PROVIDE OPPORTUNITIES AND SEPARATE TRACKS FOR  
EXPERTS AND MANAGERS THROUGH A VARIETY OF MECHANISMS,  
INCLUDING EXECUTIVE FELLOWSHIPS, ROTATIONALS ON THE IG  
STAFF, AND SIS-GRADE POSITIONS FOR EXPERTS.
- WE ALL, AS SENIOR MANAGERS, HAVE A DUTY TO ENSURE A SMOOTH  
TRANSITION TO OUR EVENTUAL SUCCESSORS.

#### CONCLUSION

- I AM GLAD YOU HAVE HAD THE OPPORTUNITY TO EXAMINE THE  
CONCEPT OF EXECUTIVE LEADERSHIP. AS I MENTIONED EARLIER,

THE SUCCESS OF OUR ORGANIZATION DEPENDS ON STRONG  
LEADERSHIP. AND I AM COUNTING ON YOU, AS MANAGERS, TO HELP  
PROVIDE THE GUIDANCE AND LEADERSHIP SO VITAL TO THE  
CONTINUED SUCCESS OF THIS AGENCY.

- I'LL BE HAPPY TO ANSWER ANY QUESTIONS.

EXECUTIVE SEMINAR

12 - 16 December 1988

Course Director

OTE/LDD/EDS

EXECUTIVE DEVELOPMENT STAFF  
OFFICE OF TRAINING AND EDUCATION

EXECUTIVE SEMINAR

COURSE OBJECTIVES

The seminar offers an opportunity for:

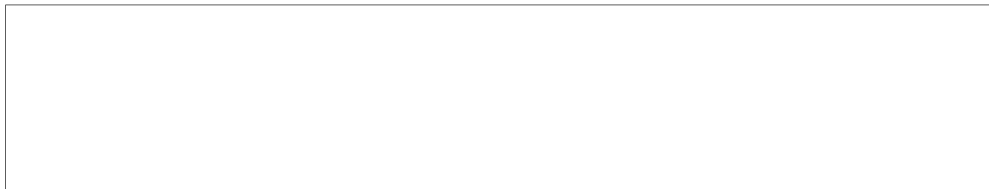
- Senior management to spell out its expectations of new SIS officers.
- New SIS officers to hear first-hand what senior management sees as the priorities and challenges facing the Agency.
- Participants to better understand their effectiveness as Agency managers and leaders.
- Participants to expand and enhance personal and professional contact with SIS colleagues from other directorates.

MONDAY

Morning

Course Overview and Administrative Information Staff

STAT



Class/Staff Introductions Jo

Lunch

Afternoon

Major Trends and Values in American Society Dick

A contractor will explore with you major trends and values that exist in our society today and how these impact on you, your specific responsibility and the mission of our organization.

SOCIAL HOUR/DINNER

Evening

An Evening with the IG Bill

TUESDAY

Morning

Review and Preview

Jo

Case Study - Reorganization of the DI

Dave

In groups, you will be asked to - (a) become familiar with reorganization of the DI material (b) discuss the questions provided at the end of the case study reading (c) present a review of your work and comments in a plenary session.

Assessment Exercise

Assessors will introduce themselves and discuss the design and purpose of this segment of the program. Opportunities to receive relatively unbiased feedback on our effectiveness in key executive skills and behaviors are rare. As the organization raises its expectations of us, we need to re-think whether the mix of skills and aptitudes that brought us this far is sufficient to sustain us in the future.

Lunch

Afternoon

Comptroller

Leo

Available evidence indicates there will be no appreciable resource growth for the Agency, at least in the short term. The Comptroller will discuss with you the implications of that indisputable fact.

SOCIAL HOUR/DINNER

Evening

An Evening with the DDS&T

Evans

WEDNESDAY

Morning

Review and Preview

Jo

Discussion with the Director of Training

Stan

A Success Story!! The Director will describe for you a recent situation that allowed a risk-taking, entrepreneurial manager to convert a problem into an opportunity.

Discussion with the Associate Deputy Director  
for Compensation, Automation and Planning

Carlo

Carlo will lead a discussion dealing with the complexities of introducing a benefits/compensations package into the Agency - Congressional reaction - and an independent view by the National Academy of Public Administration.

LUNCH

Afternoon

An Afternoon with Dr. Larry Korh  
and Dr. Frank Nowak

Guest speakers from academia and the private sector will meet with you and talk about their experiences with management and leadership in their fields of expertise.

SOCIAL HOUR/DINNER

Evening

An Evening with the DDO

Dick

THURSDAY

Morning

Review and Preview

Jo

Discussion with the Deputy Director  
Senate Affairs Division  
Office of Congressional Affairs

Bob

Dealing with Congress - How do the increased requirements for all kinds of information by members of Congress and their Staffs impact upon the Agency? How do we deal with it? Bob will provide us with some insights.

Assessment Feedback

You and your assessor will discuss your answers to the questionnaires you completed before the seminar and your assessor's observations of the impact of your behaviors during Tuesday's exercise. Goals of the assessment feedback session:

- Know yourself better
- Gain a more objective picture of your strengths and weaknesses
- Receive outside impressions of the impact of your behavior on a group in both a peer and leadership role
- Become familiar with key leadership behaviors

LUNCH

Afternoon

Discussion with the Director of Public Affairs

Bill

Dealing with the media. What are the problems and opportunities?

SOCIAL HOUR/DINNER

Evening

An Evening with the Executive Director

Jim



FRIDAY

Morning

What's Next? The Executive Program

Jo

The Executive Development Program, designed by the members of the SIS corps, offers a wide variety of concise and tailored elective programs spanning executive areas of concern. This introduction will familiarize you with the services of the Executive Development Staff and the content of their program.

Evaluation and Summary

Jo

This is your time to comment on the program and to give feedback to the staff and to senior management.

Discussion with the DDA

Rae

LUNCH

PRECOURSE MEETING

Robert M. Gates, Deputy Director of Central Intelligence  
09 December, 1500 Hours, DCI Conference Room, 7D64 Hqs

POST COURSE MEETING

William H. Webster, Director of Central Intelligence  
19 December, 0930 Hours, DCI Conference Room, 7D64 Hqs.